Communities in Action
Office of Health Disparities
Mississippi Department of Health
June 26, 2007

Grenada, Mississippi

Boilerplate, Teams, and ROI ©
Carey Kaltenbach, Director of Grants
Citizens Memorial Healthcare
Bolivar, MO 65613
417-328-6612
Carey.Kaltenbach@citizensmemorial.com

Electronic Grants

Public Law 106-107, 1999

- More public input mandated (using Web sites)
- Standard format for announcing funding opportunities
- Standard data elements when posting funding information on the Web
- Raising the A-133 Audit threshold from $300K to $500K

PL 106-107 (cont.)

- Make definitions among the OMB circulars similar and consistent

- Common application forms

- Electronic applications

- Investigation into out-sourcing grants programming, grants management, grants review

Dun & Bradstreet

- Your organization will need to obtain a DUNS Number. If your organization doesn't have one, you will need to go to the Dun & Bradstreet website at http://fedgov.dnb.com/webform to obtain the number. Always work out problems by phone, not e-mail.

- If your organization is comprised of subgroups, you may have more than one D&B number. In this situation, four extra numbers may be added to your D&B number identifying which subgroup is intended (Duns+4).

Central Contractor Registry

- Ensure that your organization is registered with the Central Contractor Registry (CCR) at http://www.ccr.gov. If it is not, an authorizing official of your organization must register. You will not be able to move on to Step #3 until this step is completed.

CCR Registration: 2 Days

Central Contractor Registry

- http://www.ccr.gov
- For securing an MPIN number needed when registering to submit electronic grants on grants.gov
- 888-227-2423
- Whoever registers at CCR as the organizational representative will have to approve others who will submit, **including himself or herself**.
- Apply and register early. Instant approval seldom occurs in these processes, especially if you are applying online.

Electronic Grants

- Make certain your Dun & Bradstreet information is correct before registering with the Central Contractors Registry (CCR). Allow at least two days for corrections at D&B to take affect (they are VERY slow). Information provided in these two sites must agree with whatever your organization supplied to the IRS when you sought nontaxable certification.

- The levels of approval follow this order: IRS, D&B, CRC, Grants.gov.

Grants.gov Registration

- Create a username and password with ORC, **the Grants.gov credential service provider**. You will need to use your organization's DUNS Number to access the ORC website at http://apply.grants.gov/OrcRegister

- Even if you are the POC, you must also give yourself permission to act as an Authorized Organizational Representative.

Electronic Grants (cont.)

- Your CCR and Grants.gov registrations need to be renewed annually. Remember, the process starts with CCR.

- If possible, don't wait until the deadline to submit a grant. Submit before the deadline – three days prior, if possible.

- Review the federal forms early on.

- If you exit an application package after completing the federal forms, you may have to fill those in again.

- Prepare proposal sections in MS Word and Excel and then upload those into the federal software when you are prepared to submit. Grants.gov recommends saving them to your desktop.

Electronic Grants (cont.)

- Be certain to rid the uploaded proposal of "errors" or the proposal will not transmit.
- In Form 424 and 424A, you must put "0.00" in boxes even if no dollars are intended there; otherwise, the software considers it an error.
- On the lobbying page, even if you have no lobbyist, you must write something like "no one" in the first and surname boxes in two places on that page; otherwise, the software considers it an error.
- Very carefully type in your grants.gov user name and password. An applicant is allowed only three attempts. Upon the third rejection, one is locked out. Have some AOR backup among your organizational personnel.

Electronic Grants (cont.)

- If the system isn't working, it will reject you, throwing your user name and password screen back at you, never explaining why.

- Pay attention to the RFP's directions about mailing copies of signed Form 424 within just a few days of submission. Those are not always "working days."

- It is a foolish assumption to believe that every electronic grant is like every other electronic grant you've submitted.

Seeking External Funding: How to Respond to an Opportunity

State/Local Initiatives

- Move into collaborations or partnerships to CREATE new funding streams instead of waiting for governments to create them.
- Less visible areas of the Funding Universe
  - **Related industries**
  - **Trade associations**
  - **Categories of customers (vendors of institutions)**
  - **Extended families of customers**
  - **Endowed funding**

Applicant Initiatives

- Study funding streams for leveraging opportunities
- To leverage, one must have in place
  - A think-tank (funding team/grantwriting team)
  - A multi-year project plan
  - A multi-year funding plan
  - A method for tracking trends over the short and long term

Applicant Initiatives

- Create a multi-year project plan with funding tied to the projects

- Create future growth points, ideally linked to past growth points (organizational resume).

- Set up a list of Web sites to visit every week.

- Two funding researchers on the Funding Team work these and other Web sites.

- With your team, create a case for funding.
  - Start with a logic model.

Basic Web Research Sites

- Grants.gov
  - http://www.grants.gov
- GrantsNet
  - **http://www.hhs.gov/progorg/grantsnet**
- Catalog of Federal Domestic Assistance
  - **www.gsa.gov/fdac**
- Community Toolbox
  - **http://ctb.lsi.ukans.edu**
- Federal Commons
  - **www.cfda.gov/federalcommons**

- Creative Partnerships for Prevention
  - **http://www.cpprev.org/**
- Federal Register (Easy path)
  - **http://www.access.gpo.gov/su_docs/aces/aces140.html**
- NonProfit Gateway
  - **www.nonprofit.gov**
- GovExec.com
  - **Single web site for information on all available government grants, to be activated in October, 2003**
- **http://www.govexec.com/dailyfed/0403/042903td2.htm**

Grantseeker's Script

- Funding/Grantwriting Team
- Inventory your issues
- Create a multi-year project plan
- Systems and/or customer approach?
- Comprehensive programming
- Collaborate/partner to create funding?
- Choose or create a funding model
- Identify goals, objectives, and outcomes.
- Create a sustainability plan

Script for Approaching Funder

- Identify and present the issue
- Explain your planned response to the issue
- Present the cost, remembering that it's the principal to be invested.
- Identify and explain the ROI = Dividend/Benefits to
  - **Customer**
  - **Community**
  - **Organization**
  - **Funder**

TABLE EXERCISE 5:
Avoid
Common Mistakes in Letter Proposals

TABLE EXERCISE 1:
Holy Spirit Tabernacle Proposal

Boilerplate

Boilerplate

- Tables, visuals, text, documents prepared on earlier occasions that will be useful in making a case in subsequent grant application.

Leveraging Hidden Assets

Leveraging

- Making more out of what an organization started with

- Using one circumstance to create another.
  - Partnering with other entities to reduce costs, share resources, facilities, equipment, training, etc.
  - Using funds to create other funds or funding opportunities.
  - Sharing activities.

Department of Labor

- "Leveraging resources in the context of strategic partnerships accomplishes three goals:
  - Allowing for the pursuit of resources driven by strategy;
  - Increasing stakeholder investment in the project at all levels, including design and implementation phases;
  - Broadening the impact of the project itself."

Hidden Assets

- Every organization, even start-ups, possess assets to which they are blind (remember our point in the first workshop: one can see only as much as that person's knowledge and experience allow).
  - In-kind donations
  - Aggregate service measures
  - Diversified key functions
  - Growth points

Hidden Assets (cont.)

– Proactive organizational behavior

– Coherent planning

– Active community relationships

– Low-risk programming

– Linked planning

– Comprehensive community assessment

Leveraging Hidden Assets

- Hidden Asset
  - In-Kind Donations

  - Board/staff/volunteer depth and breadth

- Leveraging
  - In-Kind Journal

  - Aggregate Service Measures

Aggregate Service Measures – Board, Staff, Volunteers

- Cumulative years of service by your Board/Staff/Volunteers:

    a. On your board

    b. With your organization

    c.   In this field of work

Leveraging Hidden Assets

- Hidden Assets
  - Diversified Functions and Accountability
  - Growth Points

  - Proactive Stance

  - Coherent Planning

- Leveraging
  - Funding Team

  - Organizational Resume

  - 3-5-Year Project Plan

  - Linked Project/Funding Plan

Leveraging Hidden Assets

- **Hidden Asset**
  - Active Relationships

  - Pay-off programming

  - Linked Planning
  - Comprehensive Community Assessment

- **Leveraging**
  - Support Letters/MOUs
  - Leveraged/Dual Use Interventions

  - Science-based/Best Practices Interventions/Projects
  - Logic Models
  - Data for need/seriousness of problem

TABLE EXERCISE 2: Compiling Information About Hidden Assets

Identifying Hidden Assets

- Check each item below which can be a hidden asset for your organization.

- List who can locate or pull together that information.

- ☐ In-kind donations _____

- ☐ Service measures_____

- ☐ Diversified functions_____

- ☐ Growth points   _____

Identifying Hidden Assets

- Proactive behavior _____

- Coherent planning _____

- Community relationships _____

- Low-risk programming _____

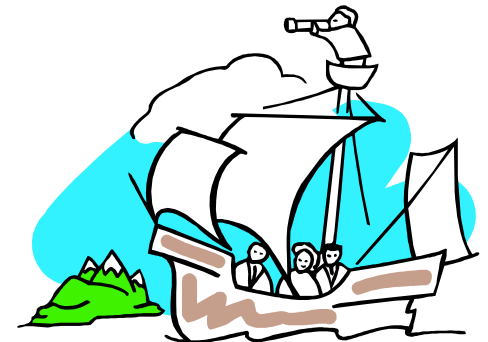- Linked planning _____

- Community Assessment _____

Organizational Resume: Documenting and Marketing Your Organization and Its Achievements

"If you want the imagination to see the future, then you better have the wisdom to appreciate the past."

"Managing Quietly," Henry Mintzberg

A Key Movement in Creativity

- Look back to see forward.

Secrets of the Ages: Look Back in order to Move Forward

•Sometimes you can't see the road rising until you look at the road behind you.

•In order to know how to move forward, you have to look back.

•In order to know what to write next, go back to the beginning and start reading forward.

Universal Laws

- Systems that humans create require infusions of energy (resources) to "live." Natural factors (the Law of Entropy) and barriers bleed off that energy unless someone is monitoring and maintaining the energy level.
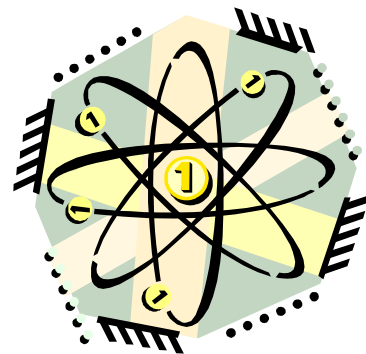
Law of Entropy

- Every system humans create eventually begins to lose the energy level invested in activating that system.

<p style="text-align:center; color:red;">OR</p>

- Everything humans create wants to quit working, fall apart, and die.

Positioning

- Positioning involves situating one's organization to encompass several trends, present and future, significant to funders.

- Like moves in a chess game, it requires the long view – looking several years down the road. It also requires a knowledge of funders' programming steps.

- *But how does one document positioning?*

Documenting Positioning

- Through past performance – Organizational Resume - *proof of what we **have** accomplished*

- Through future performance – three to four-year Project Plan – *verification of what we **will** accomplish*

Resume

- If a resume is a tool for an individual to secure a job, then why can't a resume serve as a tool for a collective of individuals to use to leverage funding?

Resumes portray

- Growth/Developmental history
- Capacities achieved
- Degree of fit with a set of circumstances
- Potential/Sustainability
- Orientation to problem-solving
- Maturity
- Expertise
- Risk Reduction

Growth

Observable Pattern

"If something is difficult, it presents an opportunity for growth--because it gets you to move outside your comfort zone."

Tom Gegax
Winning in the Game of Life:
Self-Coaching Secrets for Success

Documentation

- An organizational resume documents past stellar accomplishments
  - Turning negative challenges into positive growth points
  - Setting goals and then producing results
  - Converting results into capacity-building (which reduces risk)

Resume Elements

– **Vision Statement: WHERE an organization wants to arrive**

– **Mission Statement: HOW an organization intends to get there**

– **Board members – with aggregate service measures**

– **Key staff members – with aggregate service measures**

Resume Elements

- **Past growth points, ideally linking to vision and mission statements**

- **Future growth points, ideally linking to past growth points, presented in that same format**

 - **Must have completed a multi-year project plan**

Resume Elements

– **Collaborators/partners for networking**

– **Major funders/funding streams**

  • **Secure permission to list foundations**

– **In-Kind donation totals for several years**

Organizational Resume

- How can you use an Organization Resume that highlights your Growth Points?

- Add to appendix of grant application
- Include in media packets
- Distribute to prospective donors
- Distribute during an Organization celebration
- Check against your mission statement - are you moving in the correct direction?
- Orientation for staff/volunteers

Trouble-shooting
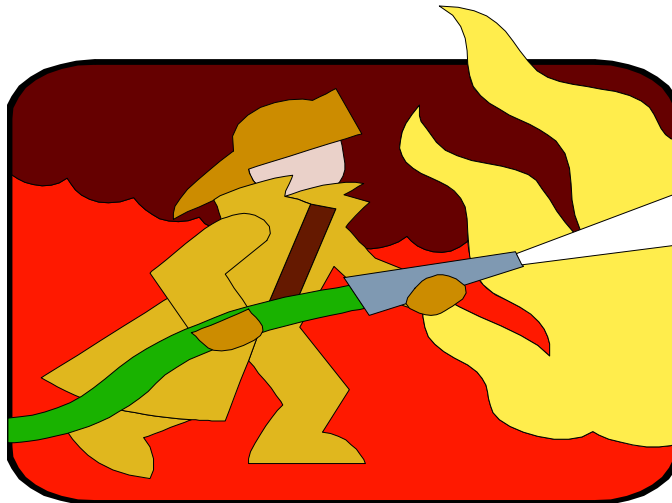
Maintain a High Informational Index

- Capital campaign begun to repair and restore the historic structure, build a new gallery and education wing, and increase the endowment fund.
  - What was the $ goal?
  - Did the art center achieve or exceed the $ goal?
  - Did the art center meet the time goal?
  - How soon was the money put to work?
  - What repairs? Restoration?
  - Was the education wing built?
  - Was the endowment increased? From what $ to what $?

Maintain a High Informational Index

- Construction begins in March on the new Michael Crews Education Wing and Gallery.
  - Was construction completed? When?
  - How many square feet? How many floors?
  - At what cost?
  - New capacities?
  - What education? For whom?
  - Special display space? More shows now? Like what?

Maintaining Focus and Tone

Date	Challenge	Steps Forward	Process/Activities	Result
1997	Infrastructure needs to be built (+)			

- **Challenges should be clearly negative, requiring negative terms.**
- **Never use "needs" in the challenge statement – it points to a solution.**

Date	Challenge	Steps Forward	Process/Activities	Result
1997	Infrastructure lacking (-)			

Straight-Line Linkage

Date	Challenge	Steps Forward	Result	Application
1994-95	Health consultation services for child care providers not readily available.	Discussion of need with MCFH Dir. ?????	Creation of a program, Child Care Nurse Consultant (CCNC) in each county using local public health nurses.	Utilization of skills of professionals already expert in areas such as communicable disease

•Each stage in the "growth point" formula above must link in a straight line with all the other stages.

Date	Challenge	Steps Forward	Result	Application
1994-95	Health consultation services for child care providers not readily available.	Evaluation of provider needs by MCFH. Accessible con-consultation services by nurse to be provided.	Creation of a program, Child Care Nurse Consultant (CCNC) in each county using local public health nurses.	Utilization of skills of professionals already expert in areas such as communicable disease

Maintaining Correlative Terms

Date	Challenge	Steps Forward	Result	Application
1994-95			Creation of a program, Child Care Nurse Consultant (CCNC) in each county using local public health nurses.	Utilization of skills of professionals already expert in areas such as communicable disease

- **Something about nurses should carry over to the final column.**

Date	Challenge	Steps Forward	Result	Application
1994-95			Creation of a program, Child Care Nurse Consultant (CCNC) in each county using local public health nurses.	Best Practice Model: PHN as experts in population-based services. PHN is familiar, trusted at local level.

Date	Challenge	Steps Forward	Result	Application
1996-2000	Infrastructure Building ?????	Initial Healthy Child Care America Cycle of funding. MCH and CCDBG funding combined for the CCNC Program.	First health Child Care America grant obtained. $????? First full year contracts issued to LH agencies. First nurse consultants receive training for role.	Health consultation Available to providers locally at no cost. Appropriate personnel available.

•No negative language in the "challenge."
•How much was the grant?

Date	Challenge	Steps Forward	Result	Application
1996-2000	Infrastructure lacking for a state-wide program of CCNC services to be available to providers.	Initial Healthy Child Care America Cycle of funding. Funding for ongoing contracts to LH agencies for CCNC services through MCH BG and Child Care Development BG.	First Healthy Child Care America grant obtained. ($50K/yr.for 3 years-plus one extension.) First full-year contracts issues to LHA. First NCs receive training for role.	Health consultation available to providers locally at no cost And close to where they live and work Appropriate personnel available.

TABLE EXERCISE 3: Drafting Your Organizational Resume

Planning Your Organizational Resume (OR)

- Using the growth points exercise from your homework and your vision and mission statements created in our last workshop, begin planning your OR. On a sheet of paper plot elements you will display and indicate who is responsible for pulling together that information.

- Create the introductory information to be centered at the top of the page (name, address, etc.).

- List your Vision and Mission Statements (side by side rather than stacked).

OR

- List your board members and their affiliation.

- List staff members

- List your past growth points.

- Study your past growth points in order to project LINKED future growth points.

- List your collaborators/partners

OR

- Consider listing your major contributors/funders (only with their permission).

- Where will you place your aggregate service measures?

- Where will you place your total in-kind contributions.

Plans Revisited

The Importance of Plans

- Plans are organized, disciplined scripts for organizations
- Plans assure that some goal or outcome can be reached
- Plans make results and products possible
- Plans reduce risks that organizations pose to funders

Logic Model as Plan

Logic Models and ROI

- Because logic models focus on outcomes, they emphasize benefits to customers, organizations, and community.

- But benefits demonstrating Return on Investment must result from changes.

- A logic model embraces both planning and management

Logic Models and Measurement

- Logic models are tools for managing performance and outcomes. They
  - **link goals/objectives and resources**,
  - **identify performance indicators linked to outcomes**,
  - **which represent ROI.**
- You can create a logic model for YOUR project or intervention.

United Way Logic Outcome Model

INPUTS → **ACTIVITIES** → **OUTPUTS** → **OUTCOMES**

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
Resources **Money** **Staff** **Volunteers** **Equipment & supplies** **Barriers** **Laws** **Regulations** **Funder's requirements**	**Services** **Shelter** **Training** **Education** **Counseling** **Mentoring**	**Products** **Classes taught** **Counseling sessions conducted** **Educational materials distributed** **Hours of service delivered** **Participants serves**	**Benefits for People** **New knowledge** **Increased skills** **Changed attitudes or values** **Modified behavior** **Improved condition** **Altered status**

Performance Gaps Result from Barriers.

- **Laws**
- **Public sector regulations**
- **Private sector requirements**
- **Policies**
- **Conventional Thinking**

- **Organizational/ structural make-up**
- **Fallacies**
- **Unexamined assumptions**
- **Outdated perspectives**
- **Old models**
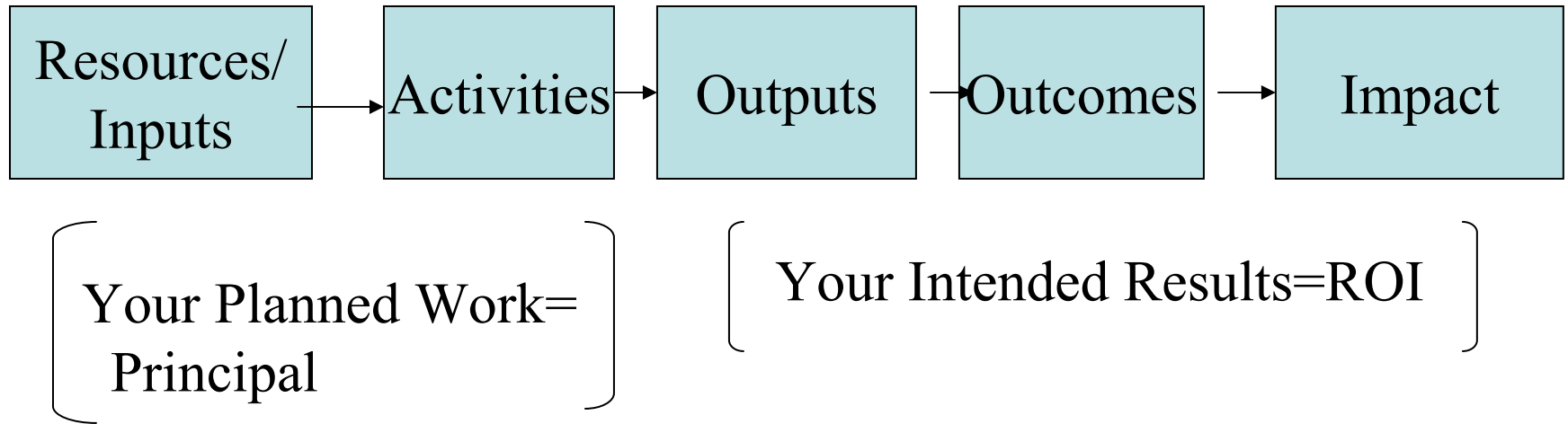
Performance Gaps/Barriers

- **Performance indicators and evaluation reveal performance gaps, areas that reduce positive results in both interventional and strategic plans. In terms of entropy, they are the points at which energy in the system bleeds off, reducing productivity. Removing gaps and barriers (or lowering the latter) boosts performance.**

System Barriers

- **In the same way that the Pyramid of Success incorporates hidden negatives, systems that humans create incorporate barriers to clients, organization, and community experiencing benefits. System barriers block achievement of targets. Outputs may signal the presence of system barriers.**

Logic Model

Resources/ Inputs	→	Activities	→	Outputs	→	Outcomes	→	Impact

Your Planned Work= Principal

Your Intended Results=ROI

Resources to operate program → Program → Product or service → Benefits → Changes

W. W. Kellogg Foundation, *Logic Model Development Guide*

Program Logic Model

"The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with program activities/processes and the theoretical assumptions/principles of the program."

W. W. Kellogg Foundation, *Logic Model Development Guide*.

Function of a Logic Model

- Facilitates
  - Thinking
  - Planning
- Assists in generating knowledge
- Makes linkages visible
- Simplifies applications
- Suggests evidence-based dynamics/best practices approach

Function of a Logic Model

- Excellent tool for communicating with diverse audiences
- Supports record-keeping
- Facilitates reporting.
- Supports evaluation
- Supports management
- Maintains focus

Performance Measures Logic Model

- Captures key variables in one glance of an eye.

- Facilitates discussion of performance management.

- Central to approaching Year 2 fundraising.

Risk Factors	Protective Factors	Prevention Principles	Impact Objectives	Accountable Individual	Begin Date	End Date	Evaluation Method	Impact Actual outcomes
		Individual						
		Family						
		School						
		Neighborhood						

Logic Model

Issue	
Goal	

Objectives	Inputs	Intervention/ Activities	Accountability	Targets	Outputs	Evaluation Method	Outcomes

Issue: The problem to be addressed, probably identified through a core function or core result.

Hint: State the problem in negative language.

Example from Logic Model: Tobacco use among students at Mulvane Senior High School is increasing.

Goals/Outcomes represent where clients should be at the conclusion of an intervention.

Initial Problems with Goal Statements in Pilots

- **Goals were inherently unmeasurable declarations**
- **Performance could not be determined because key values were omitted**
- **Goals described procedural steps**
- **Goals were unrelated to the main purposes of a program**

Walter Groszyk, OMB

Goals focus on systems and client behavior or circumstance.

The numbers stated in goals operate as targets.

Pre-1990 Service Delivery Goal Statement

The Missouri Motor Vehicle Bureau will speed processing and return of license renewals for residents of the state.

Goal statement - Performance Measures format

Example: Eighty-five percent of driver's license renewals received by mail will be processed within seven days of receipt with 100% accuracy and a customer-satisfaction level of 95%. This goal will operate for FY2006.

Post-1990 Performance Language Goal Statement

Its goal is to ensure that by 2003, at least 60 percent of California Latino adults believe that they should eat a minimum of 5 servings of fruits and vegetables every day and 60 percent practice this behavior. This will represent a 25-percentage point increase over 1997 behavioral and attitudinal findings reported in the California Dietary Practices Survey. The long-term goal of the Latino 5 a Day Campaign is to enable Latinos to sustain their healthy-eating behaviors through continued health and nutrition education interventions that will be evaluated in this study.

California Department of Health Services

To establish targets for Year 1

- Do not use the same number or percentage for all goals;
- Be a little conservative so that your group
  - "stretches" a little,
  - can achieve the goal and
  - ideally exceed it.

Performance Measures Goal Statement from Sample Model

Tobacco use will cease or be reduced among the following groups at Mulvane Senior High School through PY2003: a 5% cessation among smokers and a 15% temporary cessation (for 8 separate one-day segments) among heavy smokers. Among the remaining students, 90% will remain nonsmokers.

- An **objective** is the means by which a goal is to be achieved. As such, it represents our first step toward the goal. Inputs and Interventions are subsets of the **objective**. An **objective** should be prompted by a strategy and may itself be a strategy.

Objective from Sample Logic Model

To induce smokers to quit.

Inputs: A performance indicator, inputs represent cash, time, and other resources available for the reduction of an issue through interventions or projects.

Inputs address factors of economy and efficiency.

Hint: Link inputs with outputs to ensure internal consistency.

Inputs from Sample Model

$126 for unit materials/50 minutes

$84 for unit materials/50 minutes

$84 for unit materials/ 50 minutes

Two 100-minute periods

One 50-minute period

60 spiral pocket-size notebooks/$75

- **Interventions (often more than one for an objective) are the means of activating or implementing an objective.**

- **Interventions are the activities in which inputs are invested.**

Interventions from Sample Model

Education on smoking cessation

Education on dealing with withdrawal

Education on maintenance of smoking cessation

Physical activity alternatives for dealing with tension and weight control

Implementation of the "Buddy System"

Well-conceived Interventions

- **Science-based/evidence based interventions**
- **Best Practices**
- **Promising Practices**
- **Replicated Projects or Models (with adaptations)**

Well-conceived/Cutting-edge Interventions

- **Introducing a new approach into an existing intervention and developing a measure**

- **Changing, reorienting, or substituting healthier values for those prompting problematical values**

- **Programming for the disparate population**

Intervention Strategies

"Strategies for Public Health"

Minnesota Department of Health

121 East Seventh Place

St. Paul, MN 55101

Download from:

http://www.health.state.mn.us/

divs/chs/phg/intro.html

CDC's Community Guide

- **The Guide to Clinical and Community Preventive Services has begun offering systematic reviews and evidence-based recommendations for interventions. The clinical review will cover individual and system interventions.**

- **The community review will cover group/mass education (including behavior change), policy, and environmental interventions.**

- **Chapters**
  - **Tobacco Use**
  - **Alcohol Abuse and Misuse**
  - **Other Substance Abuse**
  - **Nutrition**
  - **Physical Activity**
  - **Healthy Sexual Behavior**

- **Reviews**
  - **Vaccine Preventable Disease**
  - **Cancer**
  - **Diabetes**
  - **Mental Health**
  - **Oral Health**
  - **Injury due to Violence**
  - **Motor Vehicle Occupant Injury**
  - **Improving Pregnancy Outcomes**

– **Interventions will be rated "highly recommended," "recommended," "not recommended for lack of information," or "not recommended."**

–www.thecommunityguide.org

Cocktail Effect

- **After an appropriate period, If an intervention fails to meet reasonable targets, consider the "cocktail effect."**
  - **AZT**
  - Drugs for recurrence of cancer
- **Partner two or more interventions that promise more power to meet targets.**

- The **Performance Institute** serves as a repository of thoroughly researched, documented, catalogued and peer-reviewed "best practices" in a multitude of issue areas.   Visit them on the internet at:

- www.PerformanceWeb.org

Outputs

- **Outputs, almost always numbers, are measures used to depict the degree to which an organization's interventions have approached targets.**
- **At the beginning of a project year, outputs are predicted as targets. At the end of the project year, the actual numbers become outputs.**

Target/Outputs from Sample Model

4-5 rating on student checklist

30 students use 2 to 5 withdrawal strategies

35 students use new knowledge to remain smoke-free

40 students use 15-minute exercises to reduce tension and control weight

35 students use buddies 3 times to avoid smoking

Distinctions Between Measures

- **A process measure**
  - **could demonstrate that 2000 patients were screened by the project.**
- **Thus, a process measure is an output for service delivery.**

HRSA

- **An outcome measure**
  - **assesses the lowering of the rate of a particular disease or**
  - **finds higher satisfaction in the population's access to health care.**

Thus, outputs point to outcomes, but they themselves are not outcomes.

Warning: organizations stuck in the old service-delivery paradigm mistake outputs for outcomes.

- **Outcomes: True benefits of a project or intervention, that for which you intend to be held responsible and which you can plausibly influence.**
- **An intervention produces initial (short-term), intermediate, or longer-term outcomes.**

Short-Term Outcomes

The specific benefits or results that a grantee or contractor will commit to achieving in a project period, These outcomes are typically what a project can be expected to achieve in a 12-month project period. But a three month intervention would relate in a short term outcome as well.

Intermediate Outcomes

- **Benefits realized following fulfillment of short-term outcomes that link to accomplishment of long-term outcomes.**
- **A short-term outcome to increase knowledge may produce an intermediate outcome of an initial change in behavior that could result in a change in a health-status indicator.**

Long-Term Outcomes

- **Ultimate accomplishment producing changes in population health status indicators or other desired changes in a target population and fulfillment of an organization's strategic objectives (typically what achievement could be expected over several project years).**

Outcomes from Sample Model

Awareness: health, social, economic, and personal reasons for stopping successful coping with withdrawal symptoms blocked impulses to return to smoking increased self-control and weight control successful maintenance of nonsmoking.

"SMTPF"
Outcomes should be specific, measurable, time-phased, and feasible.

In the instance of clients served, outcomes speak to **changes realized in behavior**. For systems, the barriers **identified, lowered, or removed**.

Turning Negatives into Positives

- Acknowledge the problem;
- Describe what caused the problem;
- Describe how will you solve the problem;
- Put your solution into a timeframe.

TABLE EXERCISE 4: Beginning a Logic Model

Starting a Logic Model

- You won't have time to finish a logic model, but you need to start one.

- Using the smoking logic model as a guide, start adding information and answers to the logic model form provided.

Evaluation Design

Evaluation Design

- Evaluation design always starts with the heart of an application – the goals and objectives.

- Since project design includes a process evaluation of each activity, it is not included in this section.

- That process description is discussed in the project section.

Evaluation Design

- Evaluation design involves summative evaluation, evaluation of the whole project, not its parts, per se.

Evaluation Requirements

- Federal systems-building grants and project grants deemed important may require an outside evaluator, (nonprofits contract with this person).

- Such RFAs stipulate that no more that 5% of the total of a grant application may be paid to an outside evaluator.

- Some federal grants require grantees to attend an evaluation conference; these are deemed important to grantors.

Evaluation Requirements

- Practical experience suggests that an organization contract with someone who already knows something about the state.

- Going far afield for an evaluator has backfired on some grantees.

- Sound out a candidate evaluator about their feelings about your program model, strategies, etc. Evaluators can be just as biased as the rest of us.

Evaluation Tips

- If you are contemplating an evaluator in academe, you can lower the cost of you contract with this person as a professional representative as opposed to an agent of a university or college.

Evaluation Options

- Goals and objectives
- Logic model in the outcomes module
- Process evaluation of activities
- Benchmarks: Annual status report for states
- Program evaluation
  - Functioning elements
  - Advisory committee
  - School personnel
  - Stakeholders

Other Evaluation Methods

- Standarized tests
- Satisfaction surveys among users, partners, and funders
- User participation level
- Outcomes-based indicators
- Milestones/Benchmarks

Steps in Program Evaluation

- Engage stakeholders
- Describe program
- Focus evaluation design
- Gather credible evidence
- Justify conclusions
- Ensure use and share lessons learned

Community Tool Box

Program Elements

- Need

- Expectations

- Activities

- Resources

- Stage of Development

- Context

- Logic model

Community Tool Box

Evaluation Elements

- Elements to be evaluated

- Judgment criteria

- Standards toward success

- Performance data

Community Tool Box

Program Evaluation

Performance measures can be included in evaluation, but they do not constitute evaluation in themselves. Frequently, program/coalition evaluations correlate effectively with outcomes-based programming.

Storing Information – Data Guru

Data

- Data are so important in the investment – evidence-based contexts that one person should be in charge of collecting and storing the data.
  - Data can be stored in
    - spreadsheets and
    - databases.
- Who will be the data guru for your organization?

Homework

Homework

- Complete the Growth Points Exercise for your organization.
  - Start by identifying challenges and the year in which each occurred.
  - Identify the process/activities used to address the challenge.
  - Identify the results of the process/activities.
  - Identify what capacity was added to your organization from this process.